

1. What was / has been your occupation before entering politics?

My career was in health care. I was the first female President & CEO of the Canadian Hospital Association and was Executive Director of the Medical Research Council of Canada (now the Canadian Institutes of Health Research).

2. Do you live in the riding and, if so, how long has it been your home?

I live in the Civic hospital neighbourhood and have lived in different parts of Ottawa, including Centretown and Overbrook, over 25 years. I live with my spouse, Jacques Labelle.

3. What has been your main involvement with your community outside of work (volunteer activities, etc.)?

As a community volunteer with conservation organizations, I co-chaired the task force which successfully secured a United Nations Educational, Scientific and Cultural Organization (UNESCO) Biosphere Reserve designation, the 12th in Canada, for the Thousand Islands-Frontenac Arch region.

4. In your life what event, or book, or speech, or song or even TV show has made the biggest impression on you and your political thinking? Why?

In the early 1990's, I saw the negative impact a highly indebted Liberal government, in the midst of an economic recession, could have on federal transfers for health, and consequently, on health services at the local level. When Justin Trudeau ran in 2015 on a platform of intentionally creating deficits, I was alarmed. Then he proceeded to deliver 4 successive years of deficits, the finale topping \$20B. I entered politics because I want a competent and caring Conservative government to replace the fiscally irresponsible Liberals.

5. What previous politician (alive or dead, but not currently in parliament) is a role model for you?

I admire Sir John A. Macdonald's determination and remarkable ability to work with his political rivals to unite and advance our Canadian federation.

6. What policy in your party's platform do you think matters most to the people in your Riding?

Cost of living concerns today, affordability worries for the future, climate action and infrastructure are top of voters' minds. Voters want to hear about Conservative plans for a government that lives within its means, puts more money in people's pockets so they can get ahead, lowers taxes, invests in infrastructure, maintains and increases the Canada Health Transfer, and gives Canada our best chance of achieving the Paris targets for green house gas reduction with A Real Plan to Protect our Environment.

7. Recent polls suggest many Canadians are disillusioned with politics. If elected, what

would you do to address those concerns?

Public confidence is built with a focus on results, regular audits and reporting on results in the pragmatic middle ground of politics where inquiry, evidence and compromise enable progress.